

**USAID/Sierra Leone**  
**ANNUAL REPORT FY 2003**

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## **A. Program Level Narrative**

### **Program Performance Summary:**

Sierra Leone has made important steps in its transition from war to peace. In the last year, the end to the country's brutal, 11-year war was formally announced and the first nationwide, democratic elections for president and parliament were held. Government authority is now re-established in all districts of the country. While disarmament and demobilization of the conflict's combatants are complete, the final step of the peace process -- reintegration of ex-combatants -- continues. Reintegration can be accomplished if the people from all sides in the conflict in war-torn Sierra Leone are constructively engaged in rebuilding their lives and communities, and if the basic infrastructure and services necessary for normal life become available. This is difficult to achieve in a country that ranks as the world's poorest country on the UN Human Development Index. Life expectancy is only 38.9 years, adult literacy is just 36%, per capita GDP is \$490, and maternal mortality rates are the highest in the world. This appalling poverty is exacerbated by the damage inflicted on the country's infrastructure during the civil war, particularly in the North and East. The crumbling remnants of schools, roads, and hospitals give little clue to what existed in pre-war Sierra Leone. In addition, lingering social and psychological scars have been left on a population that lived for years in a state of conflict, experienced massive displacement and social upheaval, and lost faith in a corrupt and grossly mismanaged public service.

Despite the poverty and damage we see today in Sierra Leone, the country's recent macro-economic performance has been encouraging. In the past year, inflation has been low, the currency stable, and GDP growth hovering at an annual rate of around 5%. In addition, Sierra Leone now qualifies for debt relief under the Heavily Indebted Poor Country Initiative (HIPC) and for duty- and tariff-free status on certain export commodities to the United States under the African Growth and Opportunity Act (AGOA). Over 60% of the country's budget is currently funded through foreign assistance, which is not surprising as the country emerges from a long war. However, Sierra Leone has the means to reduce or eliminate its foreign dependence if it can break the past patterns of mismanagement and corruption. The country is well endowed with mineral wealth (rutile, diamonds and gold), and has a proven capability to produce commercial crops such as cocoa, coffee, and palm oil for international trade as well as food crops such as rice and vegetables for domestic consumption.

The biggest preoccupation in Sierra Leone at present is ensuring a durable peace. While there is currently a gradual shift in country assistance from disaster relief toward development, the overriding objective of all donors in Sierra Leone remains "peace and stability." Home to the world's largest peacekeeping operation, UNAMSIL, and a long-term, British-led international military advisory and training initiative (in which the U.S. plays a key role), the bulwark of the country's security and stability is still provided through international actors. The ability of Sierra Leone's police and army to provide nationwide security and prevent regional conflicts from spilling over the country's borders as UNAMSIL draws down by the end of 2004 will be the subject of careful monitoring.

Until the UNAMSIL drawdown takes place, the international community will continue to shoulder a large portion of the country's security burden, giving the government and people of Sierra Leone a window of opportunity to address the underlying causes of the eleven-year conflict such as corruption, over-centralization, regional marginalization, mismanagement of natural resource wealth, and marginalization of youth and women.

In an encouraging development, the government of Sierra Leone publicly acknowledged these causes of the war for the first time during a Paris donors meeting in November 2002. This was significant since previous government discussions focused almost exclusively on the role of key individuals in the genesis of the war rather than the systemic, social or political causes that are within Sierra Leoneans' means to address. The GOSL and donors have since agreed on a set of performance benchmarks that address some of these causes, such as increasing school enrollment, completing the reintegration process, bringing anti-corruption cases to prosecution, establishing local government, increasing legal diamond exports, and using HIPC resources in specific social sectors. The benchmarks will be reviewed jointly by the GOSL and the donor community several times per year to assess progress toward achievement.

**U.S. Interests and Goals:** The U.S. interest in Sierra Leone can be characterized in three terms. First, the U.S. has responded to what can be described only as a human tragedy. With hundreds of thousands of people displaced, tens of thousands killed and many more brutally disfigured and injured during the now-complete conflict, the U.S. has responded with over \$140 million in combined humanitarian and development assistance over the past two years to help alleviate human suffering. In addition, peace and security in Sierra Leone are essential to the overall stability of the region. The international community, including the U.S., has invested heavily in the remarkable peace that that was won in Sierra Leone, well aware that any backsliding in the process could re-engulf the entire region in conflict. Finally, the U.S.'s strongest ally, the United Kingdom, has taken the lead in rebuilding Sierra Leone's governance, physical and military infrastructure. Although the UK accepts the heaviest burden in the country's reconstruction and rehabilitation efforts, the British have explicitly requested strong American support in these efforts. To that end, USAID is focusing its assistance program on several activities to accelerate post-war reintegration, curtail corruption, and strengthen local communities' access to and ability to participate in democratic processes. U.S. assistance targets three traditionally marginalized districts -- Kono, Kailahun and Koinadugu -- those held longest under rebel control, and considered to be the most devastated by the war.

**Donor Relations:** USAID is coordinating humanitarian and development assistance with the other major donors and NGOs operating in Sierra Leone and has been a regular participant at donor-coordination meetings held with the major actors on the assistance scene: DfID, the World Bank, European Union, and UNDP and other UN agencies. With several donors and the GOSL simultaneously pursuing activities to support reintegration, the possibility exists for both overlaps and gaps in programming. Frequent USAID field visits to project sites and meetings with donor representatives and NGOs have identified a number of instances where overlaps could have occurred, but were avoided. On democracy and governance activities, USAID also coordinates particularly closely with the UK. For example, DfID is funding the majority of the capacity-building assistance being provided the parliament by the National Democratic Institute. Complementary activities, also through NDI, to improve parliamentarians' constituency-relations skills and local organizations' advocacy capacity are being funded by USAID. USAID, DfID and the World Bank are also coordinating their efforts in the mining sector, particularly on diamond mining and marketing. By agreement at the November 2002 Consultative Group meeting in Paris, USAID will participate in GOSL-led coordination meetings once they are convened by the Sierra Leone government.

**Challenges:** The past year has seen remarkable transformations in Sierra Leone that observers two years ago would not have thought possible, the most noteworthy events being the official ending of the 11-year conflict that ravaged the country and the conduct of peaceful, albeit flawed, democratic elections. While winning the peace is seen as a monumental achievement, those who know Sierra Leone acknowledge that the rebuilding and reconciliation process that will take place in the coming years may be equally challenging. Although the peace that existed before the war has been restored in Sierra Leone today, many of the underlying causes of the conflict that were in place before the war are still present. Moreover, the country is now populated by a people who have suffered years of physical and psychological trauma living in a country whose infrastructure is severely destroyed. Some have referred to this as, "Baseline minus 2." Regaining what was lost and building a better Sierra Leone cannot depend simply on the efforts of assistance agencies. Dramatic growth in the private sector is needed to absorb the energy and talents of a country whose under-15 population today comprises 44% of the population. Left unattended, the high volume of idle, unemployed young people that exists today throughout the country, alone, can be viewed a recipe for future turmoil.

**Key Achievements:** FY 2002 was a year of good progress for the USAID program in Sierra Leone. The start-up of the program presented formidable challenges as the teams worked to shape the technical focus of the program while at the same time establish a functioning operation in an environment that is challenging in the extreme. During this period, the entire program of activities to be implemented under the Transition Program was defined, with many of the elements building on or adapting from successful prior activities carried out under the now-completed USAID/Office of Transition Initiatives program. The time invested in developing the Mission's first Performance Monitoring Plan will ensure that progress

toward agreed objectives and targets will be tracked. FY 2002 achievements accrued under the two Strategic Objectives of the program are summarized below:

1. Reintegration for War-torn Population in Targeted Communities Advanced: Under this SO, USAID provides social, economic and physical support to encourage resettlement and reintegration in war-torn communities. The program provides war-affected youth with job skills as well as income and employment opportunities. It trains a broader segment of war-affected communities in conflict management, peace building and nation building, and sets out to rebuild vital public infrastructure in devastated communities. By the end of FY 2002, over 130,000 displaced persons had returned to the targeted districts, over 10,000 beneficiaries were reached in nearly 300 communities, 84 micro-enterprise groups had received financial support, nearly 2,000 ex-combatants and war-affected youth had participated in public works projects, 8,360 participants had benefited from reintegration skills training, 33 community-based organizations were formed, and 154 participants were provided with nation-building skills.

2. Democratic Governance Strengthened: This SO focuses on enhancing democratic governance institutions and practices in Sierra Leone. USAID-funded activities contributed immensely to the successful holding of Sierra Leone's first peaceful, transparent and democratic elections by providing support to the National Election Commission as it managed the implementation of the country's first democratic, nationwide presidential and parliamentary elections in nearly 30 years. In addition, the National Democratic Institute provided training to all of the political parties registered to participate in the elections as well as to women candidates. The women candidates were introduced to contemporary campaign methods, with nine of the trainees gaining seats in Parliament. To date as a result of USAID programs, remarkable progress has been made in fostering dialogue through popular radio programs and on-air fora for discussing various topical issues produced by Talking Drum Studio and aired on all major radio stations across the country. The program continues to expand radio access to communities that have been cut off from national communications, particularly in the districts of Kono, Kailahun and Koinadugu. With complementary support from other donors, USAID leveraged greater influence in rationalizing diamond sector management, assisting the government of Sierra Leone gain more control of its diamond resources, while ensuring that communities benefit financially from mining activities carried out within their chiefdoms.

Three PL-480 partners continued to support the resettlement of Sierra Leonean refugees through Food for Agriculture (seed protection) and Food for Work activities in FY 2002. A total of 114,000 farm families were assisted. The program provided also food to refugees in camps and vulnerable groups in host communities. Therapeutic and supplementary feeding programs served severely and moderately malnourished children and pregnant and lactating mothers. Overall, the program was valued at \$18 million.

The Office of Foreign Disaster Assistance funded several organizations, such as Africare, CARE, Catholic Relief Services, and the International Rescue Committee to provide relief and humanitarian assistance to the most vulnerable and war-devastated segments of Sierra Leone society. Over \$12 million in OFDA funds supported efforts in food security, health, water/sanitation and shelter.

**Environmental Compliance:** The mission reviewed all strategic objectives and determined that all current activities are in compliance with approved Initial Environmental Examinations (IEEs), Environmental Assessments, and Categorical Exclusions and all required mitigations and conditions are being followed.

Plans for new or amended Initial Environmental Examinations or Environmental Assessments:  
000-006: Updates for the Title II programs (estimate IEE initiation in July)

**Country Closeout & Graduation:** NA

#### **D. Results Framework**

### **636-001 Advancement of Reintegration Process for War-torn Populations in Targeted Communities**

SO Level Indicator: Number of Communities Peacefully Co-existing

SO Level Indicator: Number of Direct Beneficiaries

SO Level Indicator: Population Returned to Targeted Districts

IR1.1 Foundations for viable communities established

IR1.2 War-torn populations in targeted communities constructively engaged

IR1.3 Public Infrastructure rehabilitated

**Discussion:** This Results Framework reflects the modifications stemming from the October 2002 development of the Performance Monitoring Plan (PMP) for the Sierra Leone Transition Strategy. While we have slightly modified the name of SpO 1 from “Advancement of Reintegration and Reconciliation in War-torn Communities” to now read “Reintegration for War-torn Population in Targeted Communities Advanced,” the program framework is essentially unchanged. This SpO provides social, economic and physical support to encourage resettlement and reintegration in war-torn communities.

### **636-002 Democratic Governance Strengthened**

SO Level Indicator: Number of Networks that Include those who are Marginalized.

SO Level Indicator: Number of Public Meetings that Articulate Issues of Public Concern.

SO Level Indicator: Revenues Allocated to Diamond Producing Communities from the Mining Community Development Fund.

IR2.1 Broadened Community-Based Political Participation

IR2.2 Participation in National Dialogue Facilitated

IR2.3 Broader Public/Private Participation in Improved Diamond Sector Management

IR2.4 Increased Community Response to Targeted Human Rights Issues

**Discussion:** This Results Framework reflects the modifications stemming from the October 2002 development of the Performance Monitoring Plan (PMP) for the Sierra Leone Transition Strategy. The SpO-level modification from “Democratic Institutions Strengthened” to “Democratic Governance Strengthened” reflects an increased focus on strengthening governance (as opposed to Institutions), particularly at the community level. Strengthening targeted institutions remains a part of the SpO but has been moved more appropriately to the IR level.

## Selected Performance Measures - Sierra Leone

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Indicator (all data should pertain to FY or CY 02)	OU Response	Significant Result: Description of the significant result for a strategic objective	Data Quality Factors: Information relevant to the collection of this indicator data, e.g. "this data was not collected last year because it is only collected every five years."
<b>Pillar I: Global Development Alliance</b>			
Did your operating unit achieve a significant result working in alliance with the private sector or NGOs?			
a. How many alliances did you implement in 2002? (list partners)			
b. How many alliances do you plan to implement in FY 2003?			
What amount of funds has been leveraged by the alliances in relationship to USAID's contribution?			
<b>Pillar II: Economic Growth, Agriculture and Trade</b>			
<b>USAID Objective 1: Critical, private markets expanded and strengthened</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
<b>USAID Objective 2: More rapid and enhanced agricultural development and food security encouraged</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
<b>USAID Objective 3: Access to economic opportunity for the rural and urban poor expanded and made more equitable</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
<b>USAID Objective 4: Access to quality basic education for under-served populations, especially for girls and women, expanded</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
a. Number of children enrolled in primary schools affected by USAID basic education programs (2002 actual)	Male	Female	Total
b. Number of children enrolled in primary schools affected by USAID basic education programs (2003 target)	Male	Female	Total
<b>USAID Objective 5: World's environment protected by emphasizing policies and practices ensuring environmentally sound and efficient energy use, sustainable urbanization,</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
a. Hectares under Approved Management Plans (2002 actual)			
b. Hectares under Approved Management Plans (2003 target)			
<b>Pillar III: Global Health</b>			
<b>USAID Objective 1: Reducing the number of unintended pregnancies</b>			
Did your program achieve a significant result in the past year that is likely to contribute to this objective?			
Percentage of in-union women age 15-49 using, or whose partner is using, a modern method of contraception at the time of the survey. (DHS/RHS)	%		
<b>USAID Objective 2: Reducing infant and child mortality</b>			

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

Percentage of children age 12 months or less who have received their third dose of DPT (DHS/RHS)

Male	Female	Total	
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Percentage of children age 6-59 months who had a case of diarrhea in the last two weeks and received ORT (DHS/RHS)

Male	Female	Total	
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Percentage of children age 6-59 months receiving a vitamin A supplement during the last six months (DHS/RHS)

Male	Female	Total	
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Were there any confirmed cases of wild-strain polio transmission in your country?

|--|--|--|--|

**USAID Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth**

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

Percentage of births attended by medically-trained personnel (DHS/RHS)

%			
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**USAID Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries**

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

a. Total condom sales (2002 actual)

|--|--|--|--|

b. Total condom sales (2003 target)

|--|--|--|--|

National HIV Seroprevalence Rates reported annually (Source: National Sentinel Surveillance System)

%			
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Number of sex partners in past year (Source: national survey/conducted every 3-5 years)per DHS or other survey)

|--|--|--|--|

Median age at first sex among young men and women (age of sexual debut) ages 15-24 (Source: national survey/conducted every 3-5 years) per DHS or other survey)

Male	Female	Total	
------	--------	-------	--

Condom use with last non-regular partner (Source: national survey/conducted every 3-5 years)per DHS or other survey)

%			
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Number of Clients provided services at STI clinics

|--|--|--|--|

Number of STI clinics with USAID assistance

|--|--|--|--|

Number of orphans and other vulnerable children receiving care/support

|--|--|--|--|

Number of Orphans and Vulnerable Children programs with USAID assistance

|--|--|--|--|



Number of community initiatives or community organizations receiving support to care for orphans and other vulnerable children				
Number of USAID-supported health facilities offering PMTCT services				
Number of women who attended PMTCT sites for a new pregnancy in the past 12 months				
Number of women with known HIV infection among those seen at PMTCT sites within the past year.				
Number of HIV-positive women attending antenatal clinics receiving a complete course of ARV therapy to prevent MTCT (UNGASS National Programme & Behavior Indicator #4)				
Number of individuals reached by community and home-based care programs in the past 12 months				
Number of USAID-assisted community and home-based care programs				
Number of clients seen at Voluntary Counseling and Testing (VCT) centers				
Number of VCT centers with USAID assistance				
Number of HIV-infected persons receiving Anti-Retroviral (ARV) treatment				
Number of USAID-assisted ARV treatment program				
a. Number of individuals treated in STI programs (2002 actual)	Male	Female	Total	
b. Number of individuals treated in STI programs (2003 target)	Male	Female	Total	
a. Is your operating unit supporting an MTCT program?				
b. Will your operating unit start an MTCT program in 2003?				
a. Number of individuals reached by community and home based care programs (2002 actual)	Male	Female	Total	
b. Number of individuals reached by community and home based care programs (2003 target)	Male	Female	Total	
a. Number of orphans and vulnerable children reached (2002 actual)	Male	Female	Total	
b. Number of orphans and vulnerable children reached (2003 target)	Male	Female	Total	

a. Number of individuals reached by antiretroviral (ARV) treatment programs (2002 actual)	Male	Female	Total	
b. Number of individuals reached by antiretroviral (ARV) treatment programs (2003 target)	Male	Female	Total	

USAID Objective 5: Reducing the threat of infectious diseases of major public health importance

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

a. Number of insecticide impregnated bed-nets sold (Malaria) (2002 actual)				
b. Number of insecticide impregnated bed-nets sold (Malaria) (2003 target)				
a. Proportion of districts implementing the DOTS Tuberculosis strategy (2002 actual)	%			
b. Proportion of districts implementing the DOTS Tuberculosis strategy (2003 target)	%			

Pillar III: Democracy, Conflict and Humanitarian Assistance

USAID Objective 1: Strengthen the rule of law and respect for human rights

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced	No			The USAID/Sierra Leone program does not feature activities under SO1 to advance human rights.
636-002 Democratic Governance Strengthened	No			USAID/Sierra Leone Program has yet to implement its human rights program in the context of the West African Regional Program (WARP). This program is scheduled to begin in FY 2003.

USAID Objective 2: Encourage credible and competitive political processes

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced				
636-002 Democratic Governance Strengthened	Yes			USAID/Sierra Leone Program through support to the National Democratic Initiative (NDI) program trained and encouraged political parties to network with each other and the National Elections Commission in the run up to the May 2002 elections. A code of conduct for political parties was developed and effectively adhered to, leading to the most credible and violent free elections ever recorded in the history of Sierra Leone. International Federation of Elections Systems (IFES) partly funded by USAID, provided logistics and technical support to render electoral process more competitive and transparent.

USAID Objective 3: Promote the development of politically active civil society

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced	No			There are no activities under USAID/Sierra Leone's SO1 that promote the development of a politically active civil society.
636-002 Democratic Governance Strengthened	Yes			USAID/Sierra Leone Program achieved a great deal of cooperation with civil society in the advancement of the political process. Talking Drum Studio (TDSSL) and NDI effectively mobilized civil society to "get out the votes", observe the elections, and ensure non-violence during the process. USAID's Reintegration Strategic Objective (SO1) nation-wide program activities of Education for Peace and Nation Building contributed to getting civil society politically active.

USAID Objective 4: Encourage more transparent and accountable government institutions

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced	Yes			USAID/Sierra Leone's Nation Building Program under SO1 trains traditional and civil leaders at the local level to take personal responsibility for their own and their communities' governance performance. In particular, Nation Building program graduates are equipped with knowledge and skills that enable them to help others to understand why improper actions on the part of community leaders, including acts of corruption, negatively affect the society as a whole.
636-002 Democratic Governance Strengthened	Yes			USAID/Sierra Leone's program on improved diamond sector management made the government of Sierra Leone through the Ministry of Mineral Resources cede a proportion of of government revenue from diamonds to diamond-producing communities. In the process, the Ministry of Mineral Resources now works in a coalition of civil society groups, together with non-governmental organizations and donors to ensure that citizens are educated on, as well as benefit from, the existing mining policy.

USAID Objective 5: Mitigate conflict

Did your program in a pre-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?

636-002 Democratic Governance Strengthened			
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Did your program in a post-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced	Yes			USAID/Sierra Leone's Education for Peace, STEP and STEG programs all explicitly set out to mitigate lingering sources of conflict between communities and ex-combatants in order to head off possibilities of violent flare-ups in the future. They do this by promoting cooperation, mutual understanding and trust - first by teaching these values in training sessions, and then by applying them in the real world where collaboration on community rehabilitation projects and the development of micro-enterprise groups show tangible dividends.
636-002 Democratic Governance Strengthened	Yes			USAID/Sierra Leone Program through its support to TDSSL facilitated dialogue on key issues like disarmament, demobilization, and peace building. The contribution of SO2 partners in ensuring successful elections in what was considered Sierra Leone's 'make or break' elections of May 2002 is a remarkable achievement.
Number of refugees and internally displaced persons assisted by USAID	Male	Female	Total	

USAID Objective 6: Provide humanitarian relief

Did your program achieve a significant result in the past year that is likely to contribute to this objective?

636-001 Reintegration of War-torn Populations in Targeted Communities Advanced				
636-002 Democratic Governance Strengthened				
Number of beneficiaries				
Crude mortality rates	%			
Child malnutrition rates	%			
Did you provide support to torture survivors this year, even as part of a larger effort?				
Number of beneficiaries (adults age 15 and over)	Male	Female	Total	
Number of beneficiaries (children under age 15)	Male	Female	Total	